Working Group Performance and Development Plan (2003-2004)

Working Group Name American Indian Diversity Working Group	Today's Date October 21, 2003	Group DVO
Signed for DWG:	Today's Date	
DVO Leads: Dwight Herrera & Evelyn Martinez		Performance Period:
Manager's Name (Group level or above) Lisa Gutierrez		
Signed for DWG:	Today's Date	

DVO Performance Objectives (2003-2004)
(DVO provides to Working Groups)

Org. Obj. #	List organizational objectives relevant to the employee's job (e.g., project, group, program, or division objectives; Key Focus Areas; Special Provisions; UC/DOE Performance Measures; etc.).

H	**Framework: Develop People and Leadership Behaviors:**
	
	Institutional Goal #_H__: Build the agile workforce for the Future:
	
	Strategy 1.) Assess Skills, gaps, and flexibility for the future FY05:
	▪ ADP: Increase diversity awareness and best practices through:
	    o Completion of diversity curriculum
	    o SET Executive Education diversity module from RDW by 3/31/04.
	    o DL Diversity training
	    o SET Executive Education ethics module
	    o GL Boot camp DVO/OEO module (4/year?)
	    o Leadership Institute RDW diversity modules (4 sessions in FY04)
	    o Test Dr. LaRoche diversity training through Leadership Institute (1 session in FY04)
	    o Influence design of GET/orientation modules
	    o Director's Development Program Inclusion
	    o Rollout of "Honoring One Another" diversity videos
	    o Workforce Reviews
	    o DPIP
	
	Strategy 2.) Improve recruitment and hiring
	▪ ADP: Deliver on Affirmative Development Plan Agreements by 7/31/04:
	    ▪ When possible, convert qualified employees to permanent UC workers; include minorities and women by converting post-docs, limited-term, etc.
	    ▪ Assess the overall subcontractor pipeline to LANL including the processes for assuring that the pipeline is diverse; policies, conversions to UC FTE, etc.
	    ▪ Develop and implement a recruiting program to facilitate strategic hiring on early career scientists and other staff including post-docs and students
	▪ Assist in achieving entry-level, strategic, and other hiring goals through DWG, DAAB and DVO support of HR-Recruiting's Diversity events:
	    o HENAAC
	    o Out & Equal
	    o NSBE
	    o AISES
	    o OCA
	    o SWE

- Influence and deliver on all applicable Appendix F evaluation bases
- Continue work on Foreign National Initiative to include website development, hospitality, etc.
- Hispanic PhD project: Facilitate development of future Hispanic employees through research, design and implementation of the Hispanic PhD project by 7/31/04.
- Determine Path Forward on "Grow Our Own" program in conjunction with STB M&SA; HSF, HR, Wieneke, etc. by 7/31/04
- Provide innovative solutions for technology infrastructure and services (Example: Breast feeding stations, restroom accommodations for disabled, accessibility, etc.)

Strategy 3.) Address Mobility & Retention
- Improve diversity initiatives and AA/EEO profile through affirmative action and fairness in opportunities for advancement and development
  - o ADP: Deliver on Affirmative Development Plan Agreements by 7/31/04:
    - Increase diversity awareness and best practices
    - When possible, convert qualified employees to permanent UC workers; include minorities and women by converting post-docs, limited-term, etc.
    - Assess the overall subcontractor pipeline to LANL including the processes for assuring that the pipeline is diverse; policies, conversions to UC FTE, etc.
    - Develop and implement a recruiting program to facilitate strategic hiring on early career scientists and other staff including post-docs and students.
  - o Determine diversity connections to Director's Development Program and Workforce Reviews
- Continue sponsoring and overseeing the Diversity Working Groups and the DAAB to include championing of issues/options
- Assist in identifying and addressing major workforce issues within the organization
- Assist with the implementation of the Child Care Center Pilot?
- Pilot career advancement workshop by 10/31/03 with ASADWG.

Strategy 4.) Improve workforce development and motivation
- Assist in developing effective succession planning methodology
- Assess 2003 Checkpoint and WES results and determine diversity impact and path forward on development and motivation issues

Strategy 5.) Address exit issues
- Determine exit issues related to diversity treatment and influence solutions and path forward

Strategy 6.) Establish HR Strategic partnership
- Imbed diversity content and recommendations into existing processes and programs as requested by internal customers (i.e., diversity recruiting components in HR recruiting, workforce reviews, job ads, selection committees, etc.).
- Improve diversity content and connections in Appendix F evaluation bases per feedback from DOE POC
- Pilot delivery of diversity training modules through HR T&D's systems of delivery, marketing, measurement, etc. (Executive Ed, leadership institutes)
- Pilot Decision-Mapping course with HR T&D
- Facilitate partnering opportunities with DIR, HR-OD, HR-T&D, DPIP, and UC-HR (Boyette), etc.

Result *(to be updated throughout the cycle)*:

Framework: Excel in business systems and program management

Institutional Goal #_I_: Employ those business practices that best serve our trusted, competitive scientific solutions.

Strategy 1.) Establish corporate culture of shared fate through:
- o Stewardship: budget execution; procurement
- o Educate staff's understanding of costs and how to control them through Strategic Planning

Retreat, PM tool, regular budget discussions, implementation of budget process with DAAB and DWGs.

- o Communicate budget expectations with staff and support personnel (CFO, SUP) particularly with regards to FY deadlines.
  - 100% of FY04 spending costed to FY04 vs. FY03's results.
  - Ledgers specific to each DWG and DAAB for operational and morale budgets to be provided by CFO on monthly basis
- o Manage all Division operations within approved budget, including specific target levels such as travel; no unallowable costs (unless approved in advance by DVO); and achieve documented cost savings.
- o Develop and implement a uniform method of spending throughout the year consistent with results shown in FY03 spending including DAAB and DWG spending.
- o Institute cost controls, best business practices and standards across the DVO, DWGs, & DAAB to include a total assessment of budget and volunteer productivity hours, (i.e., ROI)

Strategy 2.) Improve processes and tools
- o Improve business planning process for 100% DWGs and DAAB (i.e., WGPOs) by FY04

Strategy 3.) Improve interfaces and delineate roles and responsibilities.
- o With DWGs, DAAB and DVO
- o Design and rollout policy around DWG and Interest Groups
- o Determine policy around Lab-sanctioned organizations with Legal, HR, OEO, etc.

Strategy 4.) Invest in and empower the people providing business support

Result *(to be updated throughout the cycle)***:**

J

Framework: Excel in business systems and program management

Institutional Goal #__J_: Institute an integrated corporate approach to plan, allocate and manage laboratory resources to maximize accomplishments of LANL mission.

Strategy 1.) Develop high-level integration and strategies with SET and division leaders.
- Deliver on all Strategic plans to Planning office by 10/15/03, 12/31/03, etc.
- Determine and deliver Diversity and Ethics learning for all leaders by FY05.
- Determine process to incorporate diversity metrics into SET and All-manager IPOs in FY04
- Revise and calibrate Diversity Champion role description and implement with current champions.
  - o Rotate 1 Diversity Champion to another member of the SET
- Continue participation and involvement in strategic planning councils (DLC, DLC subcommittees, Comp Policy Board, DTSG, etc.)
- Integrate a corporate approach to plan, allocate and manage laboratory resources to maximize accomplishment of DVO, DWG and DAAB objectives to include:
  - o WGPO's
  - o Charter
  - o Operating principles consistent with COE
  - o WG development plans
  - o WG budgets

Strategy 2.) Formally plan and allocate Laboratory resources against customer milestones.
- o Develop and deliver integrated DAAB & DWG annual PLANNING calendar with resource allocations or requests to include:
  - All Heritage Month events
  - All DAAB & DWG regular meetings
  - Resource deadlines (ARAMARK, SUP, CFO, etc.)
  - Communication deadlines for DVO approvals, SET, LIM, All-manager, News Bulletin, Legal, etc.
- o Deliver on 100% of DWG heritage month events including GLBT Pride Month, Disabilities awareness month, etc with improved LANL attendance

    o Improve Morale funds distribution and allocation process with DAAB and DWGs to enhance diversity awareness with entire institution

Strategy 3.) Institutionalize project management to plan and execute projects using a graded approach.
- Reapply best practice project management approach utilized at OCA Convention (7/01) to 2 additional minority focused conferences (HENAAC, NSBE, AISES) by 12/31/04.
  - Continue improvement and application of the Project Management Concept, training, and tools for all DVO, DWG & DAAB projects with all staff and stakeholders

Strategy 4.) Corporately plan Laboratory investments and capabilities.
- Proactively conduct DWG/DAAB Membership & DAAB application audit and review so 100% of DWG and DAAB work is known and supported by supervisors.
  - Deliver appropriate recognition to members and their supervisors to reinforce diversity behaviors.
- GROW OUR OWN grass-roots team: determine institutional options to coordinate and manage ALL institutional efforts around K-20 in order to measure ROI for all LANL efforts surrounding development of future employee pipelines to include institutional sponsor, etc.

Result *(to be completed at **end** of cycle)***:**

K

Framework: Develop People and Leadership Behaviors:

Institutional Goal #_K_: Lab management leads, through their values and behaviors, a culture of trust in our mission, science, business and people:

Strategy 1.) Earn the trust of employees and raise the level of survival unit from individual to institution.
- Experience "shared fate" through 100% SET, LIM and All-Managers participation in Diversity and ethics training modules by FY05.
- Continue development of DVO staff, DAAB and Working Group members in diversity, teamwork, business systems, PM, Legal and communication through individual and group development

Strategy 2.) Use existing and future management councils as fora to exchange ideas and reach decisions. Build trust and develop a shared knowledge of ongoing laboratory activities and issues.
- Determine strategic partnerships and focus with existing DWGs and DAAB to be used as resource teams for applicable institutional decisions

Strategy 3.) Define behavioral expectations and behave accordingly
- Obj. 1: Establish and model expectations for leadership behaviors (link to COE). Define expectations.
  - DAAB:
    - Continue DPIP#9 launch and roll-out.
    - Continue COE work through calibration of survey analysis, accountability, etc
    - Determine connections and analysis to 2003 WES
    - Complete project and transition final COE work to DPIP team.
  - All involved in development of COE (DVO, OEO, HR, DAAB, DWGs, Champions, IPOs, etc.) visibly model COE in working group meetings, events, and workplace, ahead of any mandate.
  - Develop and implement path forward for modeling behaviors of diversity and inclusion with SET, DL and GLs.
  - Revise and calibrate Diversity Champion role description and implement with current champions.
- Continue JIT delivery of internal diversity consulting services to requesting organizations to address diversity expectations and issues.
  - Rotate 1 Diversity Champion to another member of the SET
  - Test innovative speaker on developing trust (Monty) with HR T&D, SNL, Director's colloquium?

Strategy 4.) Integrate the goals across the Lab to achieve the vision of ONE National Laboratory focused on National security

- Align and integrate all DWGs and DAAB goals around LANL and DVO strategic goals, values, and mission in FY04.

Strategy 5.) Earn the trust of external stakeholders

- Continue relationship development with DOE-AL, LASO, UCOP, NNSA-HQ, DOE-HQ.
- Deliver on Appendix R requirements for DOE
- Develop and deliver on Appendix F evaluation bases relating to Measures 7.1 and 7.2.
- Influence and deliver on NNSA Tri-Lab plans and expectations including quarterly meetings
- Influence and deliver on tentative NNSA Tri-Lab Women's meeting through DVO and WDWG.
- Deliver 2-3 workshops at the 2004 DOE National Conference
- SEE GOAL L: Diversity Communication Plan

Result *(to be updated throughout the cycle)*:

L

Framework: Build Relationships with Community and Stakeholders:

Institutional Goal # L : Communicate accurately and consistently in a timely, open and interactive way.

Strategy 1.) Develop and implement a process that leverages Communications & External Relations (CER) to proactively identify and deliver consistent messages

- Develop a comprehensive diversity communication plan:
  - Internal
    - Consult with CER to enhance institutional messages by assessing with diversity viewpoint (i.e., AI culture, 60th Anniversary strategy, 60th video, etc.) prior to launching.
    - Improve strategic partnering with CER & PA on diversity related messages and stories.
  - External: Enhance the National image of LANL through:
    - Deliver a minimum of 2 DVO Industry Presentations (IQPC, SHRM, etc.) per FY.
    - Continue industry benchmarking and consulting (Navy, ESPN, LBNL, LLNL, etc.)
    - Design and implement process for cultural awards conferences/submissions with a minimum of 4 awards conferences with LANL submissions (HENAAC; CIE; Out & Equal; AA Phys) per year. Overall goal would be having an awards submission for each DWG cultural group by 2005.
    - Develop and implement Heritage Month Banner announcement at Lab Entrance (off Diamond) for all Heritage Months by FY05.
    - Earn a DOE/NNSA Best Practice Award/Recognition by 2005
    - Apply for one or more industry awards by 2005:
      - Fortune: 50 Best Companies for Minorities
      - Diversityinc.com: Top 50 companies for Diversity
      - Diversity Best Practices: Diversity Leadership Awards
      - OFCCP: Exemplary Volunteer Effort (EVE) Award
      - Human Rights Campaign: Corporate Quality Index
      - American Advertising Federation Center on Multiculturalism: Corporate Mosaic Awards (WOW Calendar?)
      - Hispanic Association on Corporate Responsibility: Corporate Best Practices

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	• Business Ethics: 100 Best Corporate Citizens
	▪ Enhance LANL Diversity strategies and efforts in order to leverage for RFP contract submission versus potential competitive companies' diversity programs.
	▪ Assess the effectiveness of messages as they pertain to surveys for Diversity, Ethics & QWL feedback
	    o Upward Appraisals
	    o 1999 WES survey results
	    o 2003 WES survey results
	    o COE survey results
	    o Checkpoint Survey results
	    o
	Strategy 2.) Develop and reinforce positive individual leadership communication behaviors that have institutional implications.
	    o Establish and maintain effective customer relationships, internal and external with DOE, NNSA and UC Diversity and EEO counterparts
	    o 100% of DVO external presenters/guests are approved, calibrated and budgeted for prior to day-of-service
	    o GROW OUR OWN: Consult with Espanola Schools (Superintendent, Middle School) to deliver options and limited resources to support diversity training with Middle School students, parents and teachers 12/31/03
	    o Continue involvement on Outreach Coordination Council
	    o Continue involvement in supporting CRO community events (2 per year)
	
	Result *(to be updated throughout the cycle)***:**

M	**Framework: Excel in Operations:**
	
	Institutional Goal #__M__: Modernize and consolidate facilities/infrastructure to support safe, secure and efficient laboratory operations.
	
	Strategy 1.) First stabilize and then reduce deferred maintenance to industrial standards
	Strategy 2.) Develop innovative ways to finance facilities and maintenance.
	Strategy 3.) Plan for a facility quality equivalent to an average age to 15 years or less.
	Strategy 4.) Provide a quality working environment.
	    ▪ Improve Quality of Work life by consulting and advocating for "special needs" facilities with OEO (Accessibility, Safety, Security, Hospitality, etc. for Deaf, HOH, Disabled, etc.)
	    ▪ Provide innovative solutions for technology infrastructure and services (Example: Generation Y issues, Breast feeding stations, restroom accommodations for disabled, etc)
	    ▪ Determine best solution to address DVO maintenance of offices and shared bathrooms (hygiene, safety, etc.)
	Strategy 5.) Implement a plan to make all Laboratory facilities defensible to ensure the entire laboratory workforce is secure.
	Strategy 6.) Achieve reductions in cost of facilities.
	Strategy 7.) Develop an initiative with DOE/Congress for capital equipment upgrades and replacement.
	
	Result *(to be updated throughout the cycle)***:**

N	**Framework: Excel in Operations:**
	Institutional Goal #_N_: Improve efficiency with which we achieve regulatory compliance and manage risk to support operational excellence.
	Strategy 1.) Establish and implement risk management processes.
	Strategy 2.) Manage regulatory and contractual relationships.
	▪ Deliver on Appendix R requirements with DOE & NNSA
	Strategy 3.) Execute efficiently.
	▪ Improve safety and security performance through ISM and ISSM
	▪ Deliver on 100% of all MWAs and other safety and security requirements
	o Address 100% of all MWA concerns or issues and report back to DVO
	▪ Enhance and implement safeguards & security training and awareness with DAAB, DWGs
	▪ Enhance S&S training, awareness, implementation and assessment tools
	o Deliver 2-3 ADA Direct report presentations on safety and security per year
	o
	▪ Assess security of all DVO, DWG and DAAB websites (internal and external usage)
	▪ Achieve 100% DVO safety or security excellence
	Result *(to be updated throughout the cycle)*:

P	**Framework: Excel in business systems and program management**
	Institutional Goal #_P_: Adopt the best knowledge management solution for LANL.
	Strategy 1.) Assess current situation and needs
	▪ Assess and improve all DVO related websites for consistency with Lab standards (style, security, accessibility, content, etc.):
	o DVO internal and external
	o DWG websites
	o DAAB website
	▪ Calibrate internal and external DVO links with ADA website
	▪ Consult on institutional strategy for designing accessibility into institutional efforts (i.e., L. Quon expertise) so that newest systems proactively design for ergo and other work disabilities:
	o ERP?
	o Website development criteria
	o ADA website
	Strategy 2.) Implement a cost-effective institutional solution
	▪ Determine best solution to address DAAB/DWG website needs
	▪ Work with LANL colleagues to determine best solution for International Website (home org, content, funding, etc.)
	▪ Clarify and solidify Working Families Website ownership and path forward with HR
	Result *(to be updated throughout the cycle)*:

Working Group Performance Objectives (WGPO's) (2003-2004)

(Working Group drafts, DVO finalizes, both initial section below. May be updated and revised during the year with notification to DVO.)

Org. Obj. #	**WGPOs:** Identify 3-8 key objectives reflecting a significant portion of the working group's work and most relevant to DVO's Organizational Objectives. Objectives should be challenging, achievable, and measurable. Indicate which organizational objective the Working Group Performance Objective (WGPO) supports. **Results** (to be completed at **end** of review cycle): Describe results achieved for each WGPO. DWG finalizes narrative and rates each objective in one of 3 ways: Did Not Meet; Met, Exceeded	**Priority #** **Wt. (Opt.)**
H	**Institutional Goal #_H__: Build the agile workforce for the Future:** **IPO:** - Assist the LANL Tribal Relations Team (TRT) with Appendix F work. - Coordinate with LANL TRT, HR, STB, DVO, and others to assist with recruiting of staff and students. - Provide mentoring support to new employees and in student programs. - Support the D/AAB. - Support AISES activities locally and at national conferences. - Support DOE ARM program Accord Pueblo outreach efforts. **Result** *(to be completed throughout and at **end** of review cycle)***:**	5
I	**Institutional Goal #_I__: Employ those business practices that best serve our trusted, competitive scientific solutions.** **IPO:** **- Review and revise AIDWG charter to match members expectations of group purpose.** **Result** *(to be completed throughout and at **end** of review cycle)***:**	5
J	**Institutional Goal #__J_: Institute an integrated corporate approach to plan, allocate and manage laboratory resources to maximize accomplishments of LANL mission.** **IPO:** **Result** *(to be completed throughout and at **end** of review cycle)***:**	5
K	**Institutional Goal #_K__: Lab management leads, through their values and behaviors, a culture of trust in our mission, science, business and people:** **IPO:**	5

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	Result *(to be completed throughout and at **end** of review cycle)***:**	
L	**Institutional Goal # L : Communicate accurately and consistently in a timely, open and interactive way.** **IPO:** **- Community outreach support to TRT and DVO.** **- Communication with and support to DVO.** **- Educational outreach activities (e.g. science fairs, school visits).** **- Assist LANL – tribal communication.** **- Produce annual LANL American Indian Heritage Month** **Result** *(to be completed throughout and at **end** of review cycle)***:**	5
M	**Institutional Goal #__M_: Modernize and consolidate facilities/infrastructure to support safe, secure and efficient laboratory operations.** **IPO:** **Result** *(to be completed throughout and at **end** of review cycle)***:**	3
N	**Institutional Goal #_N_: Improve efficiency with which we achieve regulatory compliance and manage risk to support operational excellence.** **IPO:** **Result** *(to be completed throughout and at **end** of review cycle)***:**	5
P	**Institutional Goal #_P_: Adopt the best knowledge management solution for LANL** **IPO:** **Result** *(to be completed throughout and at **end** of review cycle)***:**	4

Working Group Development Plan (2003-2004) (Mandatory with DVO Approval)
(Working Group drafts, DVO finalizes, both initial section below)

Goal(s):

Identify **knowledge** or **skills** working group will focus on strengthening or developing. Goals should be based on knowledge or skills the working group needs to develop or improve, or on knowledge or skills the working group is expected to develop in others . They should be specific, measurable, and tied to Working Group Performance Objectives or DVO's Organizational Objectives.

a) HEERA

b) Intra-WG Team

c) Policy

d) Communication Strategies

e) UC Policy

f) Diversity Training

g) Events Planning

h) IPO Strategic Planning

Actions Actions Working Group will do to move toward goals.	**Resources** Resources available to support action.	**Completion Date** Date action will be completed.
Action: **- Expand recruiting activities, including tech, TSM, and student recruiting.** **- Assist career development for members.** **- Improve communication of AIDWG members with each other.** **- Represent and champion resumes of potential hires within member organizations in support of TRT and recruiting.** **Result** *(to be completed at **end** of review cycle)*:		